

Section 4 - 2007 Strategic Plan Update

As mentioned in the Introduction and in Section 2 Allocation of Consolidated Plan funds, Seattle's focus for the Consolidate Plan's Strategic Plan continues to be on ending homelessness and maintaining our support of neighborhood revitalization activities, particularly in the Southeast NRSA. Many of the original 2005 – 2008 Strategic Plan Goals and Objectives already address these two priorities. Changes to align strategies to these two priorities were detailed in the 2006 Update to the Consolidated Plan. That section is repeated here with minor updates. Detailed descriptions of specific activities and anticipated performance outcomes are found in the 2007 Table of Proposed Projects.

Goal 1: Provide Decent Affordable Housing for Low- and Moderate-Income Households

The housing objectives and strategies are not being amended. They contribute to the elimination of homelessness by developing, maintaining and preserving affordable housing opportunities for low- and moderate-income persons and families in Seattle:

1. Increase and maintain the supply of affordable rental housing in Seattle.
2. Provide service-enriched housing for homeless and/or special needs populations, with the goal of ending homelessness, not just managing it.
3. Increase opportunities for low-income households to purchase their first home, and to assist low-income homeowners to make needed repairs to enable them to stay in their homes.
4. Build strong communities by increasing the availability of affordable housing options in Seattle's urban centers and by using affordable housing as a catalyst for other economic development activity in distressed neighborhoods.

The City will continue funding in 2007 for the activities provided for under these objectives as described in the 2005 – 2008 Consolidated Plan, pages 4-2 through 4-21. One major change in the CDBG budget is the decision to move staffing costs related to the implementation of Seattle's Housing Levy off of CDBG and onto other fund sources available to the City. This will make available funds for the increased emphasis on providing capital and business support to the Southeast Seattle NRSA.

Goal 2: Help Low-Income People Meet Their Basic Self-Care and Other Survival Needs, and Improve Their Social and Economic Well-Being

The Goal 2 section of the Consolidated Plan addresses five objectives to help people meet basic self-care and other survival needs and improve their social and economic well-being. These objectives and their related strategies are detailed on pages 4-22 through 4-36 of the 2005 – 2008 Plan. The objectives are:

1. Meet the emergency needs of homeless and low-income persons.
2. Ensure that homeless and low-income households can secure and sustain housing.
3. Improve and enhance program delivery systems to low-income persons.
4. Improve and promote social and economic self-sufficiency of low-income persons and neighborhoods/communities.

5. Improve opportunities for children to succeed in school.

Each objective will be discussed separately.

Objective 1: Meet the emergency needs of homeless and low-income persons.

Full implementation of the Ten Year Plan to End Homelessness will take a few years of system change and retooling. In the interim, the need of emergency shelter, day centers, and hygiene centers for homeless persons and families will continue to exist. Therefore, this objective will remain part of the City's use of CDBG and ESG funds until such time as we are able to reorient the entire homelessness services system into one that focuses on ending homelessness.

Objective 2: Ensure that homeless and low-income households can secure and sustain housing.

This objective sustains the City's efforts in preventing homelessness through use of HOME and CDBG funds to provide assistance to tenants in danger of being evicted and providing rental assistance to homeless persons transitioning into permanent housing. This objective is directly related to the Ten Year Plan focus and will remain part of the Consolidated Plan for 2007.

Objective 3: Improve and enhance program delivery systems to low-income persons.

The City will provide planning support to the Committee to End Homelessness with non-CDBG funds. Planning efforts will shift away from activities and issues that do not directly support efforts to end homelessness. Work in the areas of the continuum of care, development of McKinney-funded projects, the Safe Harbors homeless management information system, and broader planning efforts to understand and end homelessness will continue.

The City has discontinued CDBG funding supporting community planning efforts in low-income neighborhoods. Funding for these specific planning efforts was not intended to be on-going.

Objective 4: Improve and promote social and economic self-sufficiency of low-income persons and neighborhoods/communities.

Activities that promote job training for Seattle Housing Authority residents will continue in 2007. These activities are in keeping with helping homeless and formerly homeless persons stay housed. Other activities have been shifted to other City funding, most notably the funding of child care subsidies for low-income families.

Objective 5: Improve opportunities for children to succeed in school.

The activities identified in this objective are funded not with the City's Consolidated Plan funds but through funding received directly by the Seattle Housing Authority. The SHA provides year-round academic tutoring services for SHA-resident youth. As noted in Objective 4, the City will support child care subsidies with non-CDBG funds.

Goal 3: Promote Financial Independence of Low- and Moderate-Income Residents and Invest in Economic Development of Distressed Neighborhoods

Efforts to end homelessness will not be sustainable if the City is unable to promote economic development and job opportunities. The objectives under Goal 3 (pages 4-37 through 4-44 of the 2005 – 2008 Plan) target communities with concentrations of low employment and low-income populations. Essential to the revitalization of Seattle is the support the City can provide to promote business and real estate development and job creation in the Rainier Valley. Construction of the new light rail line will affect businesses along the route as well as provide redevelopment opportunities. CDBG funding will help mitigate adverse impacts and support needed redevelopment. The City's strategy for this area is contained in the Southeast Seattle NRSA. The objectives of this goal all remain relevant for 2007:

1. Develop and execute revitalization strategies in the City's economically distressed neighborhoods to meet needs for jobs, retail and commercial services, and affordable housing.
2. Improve the economic vitality of Seattle's low- and moderate-income communities by supporting entrepreneurship to create wealth and a range of employment opportunities to ensure all residents participate in Seattle's economic prosperity.
3. Connect low-income job seekers to employment and support their retention and wage progression; provide employers with skilled workers; and support the regional workforce development needs of key sectors of Seattle's economy.

To respond to funding priorities in light of stagnant or decreased revenues to the CDBG program, the City will reduce eliminate funding for business façade improvements from the CDBG budget. Funding for the Southeast Seattle NRSA will be increased in accordance with the City's formal agreement with the Rainier Valley Community Development Fund, a community-based development organization.

Goal 4: Prevent Decay and Deterioration and Improve Public Infrastructure Such as Community Facilities, Parks, Streets and Sidewalks in Low-Income Neighborhoods.

Three objectives composed this goal area in the original 2005 – 2008 Consolidated Plan (pages 4-45 through 4-55):

1. Support capital projects that implement neighborhood adopted plans.
2. Maintain the physical infrastructure of social services providers to enhance their service delivery environment and maintain neighborhood quality.
3. Improve the quality of life in low-income neighborhoods through capital projects in parks, park facilities, and open spaces.

In response to diminished revenues and an increasing focus on ending homelessness and promoting economic development, the City changed its approach to some of these objectives. Programs and activities that are not priorities for CDBG funding may be priorities for other City revenues.

Objective 1: Support capital projects that implement neighborhood adopted plans.

In response to reduced resources and the move toward targeting funds more narrowly, funding for neighborhood capital projects are no longer funded with CDBG dollars.

Objective 2: Maintain the physical infrastructure of social services providers to enhance their service delivery environment and maintain neighborhood quality.

Also in response to diminishing revenues, funding for this objective was reduced in 2006. Continued funding in 2007 will focus on actual capital projects for social services providers rather than on planning projects.

Objective 3: Improve the quality of life in low-income neighborhoods through capital projects in parks, park facilities, and open spaces.

The Parks Upgrade Program is a program established by the City to provide homeless adults the opportunity to learn and work in a structured program to carry out projects that benefit Seattle's residents and environment. The program offers each participant a minimum of one year of employment, education, and life skills development under the terms of an individual performance contract between the participant and the Corps. Funding for the Conservation Corps will be shifted off of CDBG and onto other appropriate fund sources available to the City. The will make available CDBG funds for the Southeast Seattle NRSA as well as respond to stagnant funding for CDBG.